TEMPLATE 4: ACTION PLAN

Case number: 2019PL368805

Name of the organisation under review: Warsaw University of Technology (WUT)

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1. ORGANISATIONAL INFORMATION

Please provide a limited number of key figures for your organisation. Figures marked * are compulsory.

STAFF & STUDENTS	FTE
Total researchers = staff, fellowship holders, bursary holders, Ph.D. students either full-time or part-time involved in research*	1786
Of whom are international (i.e. foreign nationality)*	34
Of whom are externally funded (i.e. for whom the organisation is host organisation)*	70
Of whom are women*	441
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor*	674
Of whom are stage R2 = in most organisations corresponding with postdoctoral level	816
Of whom are stage R1 = in most organisations corresponding with doctoral level*	294
Total number of students (if relevant)*	25133
Total number of staff (including management, administrative, teaching and research staff)*	5075
RESEARCH FUNDING (figures for most recent fiscal year: 2019)	**€**
Total annual organisational budget	82 490 149
Annual organisational direct government funding (designated for research)	2 765 129
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	24 598 004
Annual funding from private, non-government sources, designated for research	7 720 418
ORGANISATIONAL PROFILE (a very brief description of your organisation, max. 100 words)	
The Warsaw University of Technology (WUT) is the largest and oldest technical university in Poland. Its official origin is 1915, although the beginnings of technical education date back to 1826. The University does research in nineteen organisational units (Faculties), one College and seven University Research Centres. It has one of the largest research and development investments CEZAMAT. In 2019, the University was awarded the status of Research University and took the third place among 20 best universities in Poland in the competition evaluated by international experts. In 2020, within the ENHANCE consortium, the University was winner of the competition "European Universities".	

2. STRENGTHS AND WEAKNESSES OF THE CURRENT PRACTICE:

Please provide an overview of the organisation in terms of the current strengths and weaknesses of the current practice under the four thematic headings of the Charter and Code at your organization.

Thematic heading of the Charter and Code	STRENGTHS and WEAKNESSES
Ethical and professional aspects	In the category of ethical and professional aspects, a great majority of interviewees evaluate the following areas very well: freedom of research, ethical rules, and professional responsibility. The survey results show that WUT provides its employees with freedom of belief and speech, as well as freedom of choice of research subjects and methods. WUT employees know intellectual property law, also law on common ownership of data in research done with other researchers. Freedom of research conducted in compliance with the rules of ethics relevant in science has had the greatest number of positive replies among 40 questions asked in the survey. WUT researchers feel responsible towards the employer and the donor. They comply with legal regulations and WUT internal acts on health protection, work safety, and data security and confidentiality. They popularise and apply their research results. Experienced WUT researchers also perform the functions of: academic supervisor, project manager, science manager and promoter of science, in which they follow the highest scientific standards. The analysis showed, however, that some people rank low their knowledge of the academic community goals and methods of research funding. Not all employees know legal acts regulating these issues, legally binding at the Warsaw University of Technology. It also needs to be pointed out that there is relatively low social involvement of Warsaw University of Technology employees. The interviewees pointed to the need to widen the scope of actions towards popularisation of scientific knowledge in the society.
Recruitment and selection	The HRS4R rules best evaluated by WUT employees are transparency and recruitment. WUT researchers confirmed in surveys that selection advertisements for vacancies are published early enough for candidates to put together the required application documents. They are open, include a description of the required knowledge and qualifications. An area that needs improvement is recognition of mobility experience. Selection committees appointed for recruitment of new employees at the Warsaw University of Technology should pay more attention to recognition

Thematic heading of the Charter and Code	STRENGTHS and WEAKNESSES
	of spatial, interdisciplinary and intersectoral mobility of researchers. It is also necessary to recognize more qualifications in the context of international mobility.
Working conditions	Apart from ethical and professional aspects, another criterion highly evaluated in the conducted survey is the criterion of funding and remuneration, as well as lack of discrimination. Positive answers given by the respondents confirm that WUT employees are recognized as professionals and treated accordingly. WUT's care for highest quality of the conducted research is proved by periodical assessment of researchers, which verifies: scientific creativity, research results, teaching, including academic supervision, counselling, national and international collaboration and organizational obligations. Moreover, a strength in this field is participation of researchers, also young researchers, in Faculty Councils, WUT Senate and also commissions of these bodies. Overall positive assessment of working conditions and social protection does not change the fact that there are fields that were evaluated as unsatisfactory. These include, first of all, infrastructural conditions for doing research. An area that calls for definite measures is access to professional counselling; a large group of respondents regarded it as insufficient.
Training and development	WUT employees very highly evaluated care for their research development. They also confirmed WUT's support in all forms of improving qualifications. The share of positive replies given by all respondents was here 82%, and reached 89.6% in the group of research and technical staff. This good opinion does not change the fact that there are also weaknesses in the discussed area. These include relations with academic supervisors. Not all young employees feel full support on the part of experienced researchers. The need for such support, shaping organizational culture based on master-student relations is an important task that the Warsaw University of Technology faces.

3. ACTIONS

The Action Plan and HRS4R strategy must be published on an easily accessible location of the organisation's website.

Please provide the web link to the organisation's HR Strategy dedicated webpage(s):

https://pw.edu.pl/engpw/hrs4r

Please fill in a sum up list of all individual actions to be undertaken in your organisation's HRS4R to address the weaknesses or strengths identified in the Gap-Analysis:

Proposed ACTIONS-A	GAP Principle (s)	Timing (at least by year's quarter)	Responsible Unit/	Indicator(s)/ Target(s)
A1.1: Determination of strategic areas of research at WUT in various scientific disciplines compared to priority and strategic areas of research in the EU and Poland. **A1.2:** Analysis of efficiency of acquiring funds for research from national and international programmes.	(+/-) Professional attitude	4th quarter of 2022	Vice-Rector for Research	**IA1.1, IA1.2:** Report on analyses. **TA1:** An improvement by at least 8.2 percentage points noted in a survey conducted in 2022 with respect to the answers: "I do not agree", "I rather disagree', and "Hard to say"; and by no more than 20% as regards question no. 4 in the survey concerning WUT researchers' knowledge of the academic community goals and research funding methods.

Proposed ACTIONS-A	GAP Principle (s)	Timing (at least by year's quarter)	Responsible Unit/	Indicator(s)/ Target(s)
A2: Organisation of information meetings for researchers who popularise knowledge, arising, i.a., from the following legal acts: » internal acts, » national legal acts, » contractual obligations towards donors, within their competences.	(+/-) Contractual and legal obligations	4th quarter of 2022	Centre for Innovation and Technology Transfer Managemen, Centre for Project Management	**IA2.1:** Information and training meetings. **IA2.2:** At least 3 meetings per year. **TA2:** Survey on usefulness of information. Greater "exit" knowledge by at least 40% than "entry" knowledge.
A3: Development and publication in the research section of the University website of annual action plans for promotion of R&D results.	(+/-) Social involvement	3rd quarter of 2022 (regularly updated)	Units as relevant to the subjects of specific trainings – coordinated by the Centre for Innovation and Technology Transfer Management	**IA3:** An interactive catalogue of trainings including dates and detailed subject range of workshops. **TA3:** An improvement by at least 5.7 percentage points noted in a survey conducted in 2022 with respect to the answers: "I do not agree", "I rather disagree', and "Hard to say"; and by no more than 20% as regards question no. 9 in the survey concerning taking actions towards promotion of scientific knowledge in the society by WUT researchers.
A4.1: Development of criteria on composition of selection committees. **A4.2:** Implementation and publication. **A4.3:** Monitoring of the number of female job applicants to WUT.	(-/+) Selection of staff (Code)	4th quarter of 2022	Human Resources Department	**IA4.1:** Adoption of the WUT Rector's Regulation. **IA4.2:** Determination of trends (rising/falling) in relation to female job applicants to WUT. A percentage indicator monitored on the 31st of December of a given year. Trends determined in relation to the year presently monitored. **TA4.1:** Diversification of the composition of selection committees in terms of experience, qualifications, disciplines and gender.

Proposed ACTIONS-A	GAP Principle (s)	Timing (at least by year's quarter)	Responsible Unit/	Indicator(s)/ Target(s)
				TA4.2: Determination of the percentage level of diversification of the composition of selection committees in terms of experience and qualifications, disciplines and gender. **TA4.3:** Publication of the electronic version of the OTM-R policy.
A5.1: Development of evaluation criteria for job applicants with regard to their research accomplishments. **A5.2.** Implementation and publication.	(+/-) Evaluation of accomplishments (Code) (+/-) Length of service	4th quarter of 2022	Vice-Rector for General Affairs	**IA5:** Adoption of the WUT Rector's Regulation. **TA5:** Evaluation of job applicants takes into account both the quantity and quality of their accomplishments.
A6.1: Development of evaluation criteria for job applicants, taking into account experience gained in various units in view of competition requirements. **A6.2:** Monitoring of male/female job applicants from outside of WUT. **A6.3:** Development of additional recruitment tools.	(-/+) Deviation from the chronological order in CVs (Code)	4th quarter of 2022	Vice-Rector for General Affairs	**IA6.1:** Adoption of the WUT Rector's Regulation. **IA6.2, IA3:** % share of male/female job applicants from outside of WUT, including those from the EURAXESS portal in relation to all applicants. An indicator monitored on the 31st of December of a given year. **TA6.1:** As assessed by job applicants, WUT selection committees take into account multifaceted career paths. Ensuring effective application from the EURAXESS portal. **TA6.2:** Compliance of recruitment rules with the OTM-R policy. **TA6.3:** Increasing mobility opportunities of researchers.

Proposed ACTIONS-A	GAP Principle (s)	Timing (at least by year's quarter)	Responsible Unit/	Indicator(s)/ Target(s)
A7.1: Development of evaluation criteria for job applicants, taking into account the value of mobility. **A7.2:** Monitoring of foreign male/female job applicants. **A7.3:** Implementation and publication.	(-/-) Recognition of mobility experience (Code)	4th quarter of 2022	Vice-Rector for General Affairs	**IA7.1:** Adoption of the WUT Rector's Regulation. **IA7.2:** % share of male/female job applicants from abroad in relation to all applicants to WUT. An indicator monitored on the 31st of December of a given year. **TA7.1:** As assessed by job applicants, WUT selection committees take into account spatial, interdisciplinary and intersectoral mobility. **TA7.2:** Compliance of the recruitment procedures with the OTM-R policy.
A8: Analysis of proceedings of selection committees with regard to appropriate evaluation of applicants in terms of their academic and professional qualifications.	(-/-) Recognition of qualifications (Code)	1st quarter of 2022	Human Resources Department	**IA8:** Report on analyses. **TA8:** WUT selection committees choose the best candidates to fill vacancies.
A.9.1: Development of framework criteria determining requirements for job applicants with the doctoral degree, taking into account, i.a., determination of the maximum time period in the position. **A9.2:** Development of professional promotion criteria.	(+/-) Positions for employees with the doctoral degree (Code)	1st quarter of 2022	Vice-Rector for General Affairs	**IA9.1:** Framework criteria of employment of people with the doctoral degree. **IA9.2:** Promotion criteria. **TA9:** Ensuring compliance of employment of people with the doctoral degree with the OTM-R policy.
A10: Development and publication in the research section of the university website of the catalogue of WUT research infrastructure with rules and methods of its use (electronic version).	(-/-) Research environment	1st quarter of 2022	Vice-Rector for Research Bursar's Office	**IA10:** Brochure of WUT research infrastructure. **TA10:** An improvement by at least 12.1 percentage points noted in a survey conducted in 2022 with respect to the answers: "I do not agree", "I rather disagree', and "Hard to say"; and by no more than 40% as regards question no. 15

Proposed ACTIONS-A	GAP Principle (s)	Timing (at least by year's quarter)	Responsible Unit/	Indicator(s)/ Target(s)
				in the survey concerning providing WUT researchers with appropriate infrastructural conditions to do research.
A11.2: Analysis of key elements of scientific development of academic staff.	(+/-) Stability and permanent employment (+/-) working conditions	4th quarter of 2022	Vice-Rector for Research	**IA11:** Report on analyses. **TA11:** WUT employees know mechanisms for supporting development of scientific career that guarantee stable employment and facilitate a good balance between research work and family life. **TA11.2:** Measurement of the level of familiarity with mechanisms facilitating research development. An improvement by at least 6.9 percentage points noted in a survey conducted in 2022 with respect to the answers: "I do not agree", "I rather disagree', and "Hard to say"; and by no more than 20% as regards question no. 17 in the survey concerning guaranteeing stable employment conditions and observance of the regulations laid down in the EU directive on employment for a specified period.
A12: Analysis of female participation in decision-making bodies, senate and rector's committees and selection committees of the Warsaw University of Technology.	(-/+) Gender balance	4th quarter of 2022	Human Resources Department	**IA12:** Strategy of increasing gender balance in the Warsaw University of Technology bodies. **TA12:** Employees are aware that WUT follows the policy of maintaining gender balance when determining composition of committees and other University bodies.
A13.1: Development of recommendations on supporting scientific development. **A13.2:** Development of a schedule of consultations with an academic supervisor who supports young researchers.	(-/+) Professional career development (-/+)	1st quarter of 2022	Vice-Rector for Research	**IA13.1:** Recommendations. **IA13.2:** Schedule of consultations with academic supervisors. **TA13:** An improvement by at least 12 percentage points to no more than 30% noted in a survey conducted in 2022

Proposed ACTIONS-A	GAP Principle (s)	Timing (at least by year's quarter)	Responsible Unit/	Indicator(s)/ Target(s)
A13.3: Publication of the electronic version of Recommendations and Schedule of consultations in the research section of the university website.	Relations with the research supervisor (-/+) Supervision and management obligations. (-/+) Research supervision			with respect to the answers: "I do not agree", "I rather disagree', and "Hard to say" as regards question no. 20 concerning supporting scientific development of subordinates.
A14.1: Analysis of the influence of researchers' mobility on scientific accomplishments. **A14.2:** Determination of recommendations taking into account foreign stays in promotion procedures and periodical employee appraisal.	(-/+) Value of mobility	1st quarter of 2022	Vice-Rector for Research Vice-Rector for General Affairs	**IA14.1:** Report on analyses. **IA14.2:** Recommendations. **TA14:** WUT enables and supports its employees in doing research in various research units in Poland and abroad.
A15: Widening the Careers' Office activities with an offer of professional development opportunities for WUT researchers.	(-/-) Access to career counselling	from the 3rd quarter of 2021	Careers' Office	**IA1.1.5:** Work of the Careers' Office. **IA15.2:** At least 2 offers per year on professional development for researchers. **TA15:** At each stage of their careers, researchers have an opportunity of professional development.
A16: Organisation of information meetings of the WUT academic community on legal protection connected with intellectual property law, including copyright.	(-/+) Intellectual propery law	from the 3rd quarter of 2021	Centre for Innovation and Technology	**IA16.1:** Information meetings. **IA.16.2:** At least 2 meetings per year.

Proposed ACTIONS-A	GAP Principle (s)	Timing (at least by year's quarter)	Responsible Unit/	Indicator(s)/ Target(s)
			Transfer Management	**TA1:** An improvement by at least 8.7 percentage points up to no more than 30% noted in a survey conducted in 2022 with respect to the answers: "I do not agree", "I rather disagree', and "Hard to say" as regards question no. 24 in the survey concerning providing WUT researchers with legal protection in the area of intellectual property law, also copyright.
A17: Analysis of publication efforts of WUT employees in terms of co-authorship in relation to academic accomplishments.	(+/-) Co-authorship	from the 4th quarter of 2021	WUT Main Library	**IA17:** Report on analyses. **TA17:** WUT recognises co-authorship in assessment of academic accomplishments of employees.
A18.1: Amendments to » Resolution no. 94/XLIX/2017 of the WUT Senate on the annual teaching workload of academic teachers and the rules of calculating the number of hours taught in the academic year 2017/2018, » Resolution no. 128/XLVIII/2013 of the WUT Senate on adoption of the appraisal system for WUT employees. AMENDMENT: Regulation no. 35/2020 of the Warsaw University of Technology Rector of 5 June 2020 on periodical appraisal of academic teachers at the Warsaw University of Technology	(-/-) Teaching	2nd quarter of 2022	Vice-Rector for General Affairs	**IA18.1:** Adoption of WUT Senate resolutions. **TA18:** WUT employees' teaching obligations do not interfere with research and they are taken into consideration in employee performance appraisal.
A19.1: Development of a timetable of office hours of Employee Relations Representatives appointed with the Rector's Regulation no. 59/2014 on preventing mobbing and discrimination at the Warsaw University of Technology. The electronic version of the timetable will be published on the University website. It will include places, dates and hours when the Representatives are available.	(-/-) Complaints and appeals	2nd quarter of 2022	Vice-Rector for General Affairs	**IA19.1:** Promotion of the function of the Employee Relations Representative. **IA19.2:** Register of complaints. **TA19.1:** Schedule of availability of Employee Relations Representatives.

Proposed ACTIONS-A	GAP Principle (s)	Timing (at least by year's quarter)	Responsible Unit/	Indicator(s)/ Target(s)
A19.2: Creation of a register of complaints on the recruitment proceedings.				**TA19.2:** Checking the number of complaints in relation to the number of applicants. An indicator monitored on the 31st of December of a given year.
A20.1: Preparation of an electronic version of a brochure that includes data on scientific trainings organised by all WUT units.	(+/-) Access to scientific training and continuous development	1st quarter of 2022	Training Department	**IA20:** Information brochure on trainings. **TA20.1:** WUT researchers have an opportunity of continuous professional development. **TA20.2:** An improvement by at least 9.6 percentage points up to no more than 20% noted in a survey conducted in 2022 with respect to the answers: "I do not agree", "I rather disagree', and "Hard to say" as regards question no. 22 in the survey concerning providing WUT researchers with the opportunities for continuous professional development, e.g., by access to trainings and other forms of improving qualifications. **TA20.3:** Checking whether people taking part in trainings have changed opinions on their usefulness. Measurement of the level of satisfaction with the trainings "in" and "out" (R1-R4); (%). **TA20.4:** Measurement of the level of availability of trainings offered through monitoring the number of people taking part in them within a specific time in relation to the number of training openings (determination of a percentage indicator).

The establishment of an Open Recruitment Policy is a key element in the HRS4R strategy. Please also indicate how your organisation will use the Open, Transparent and Merit-Based Recruitment Toolkit and how you intend to implement/are implementing the principles of Open, Transparent and Merit-Based Recruitment. Although there may be some overlap with a range of actions listed above, please provide a short commentary demonstrating this implementation. If the case, please make the link between the OTM-R checklist and the overall action plan.

Implementation of the OTM-R policy is fully compatible with the HRS4R Strategy developed by WUT in terms of the proposed actions, aims and indicators that will be monitored. Analysis of gaps diagnosed at WUT thanks to survey questionnaires, a detailed analysis of national and internal legal regulations have given rise to development of the Action Plan in order to facilitate its implementation, thereby eliminating the gaps. Responses I agree/I rather agree equal to or greater than 80% in relation to the group of respondents and to the level of return of survey questionnaires confirm the effectiveness of the mechanisms and good practices implemented so far at the university. This is a clearly motivating aspect to develop them further, promote and monitor them.

Template 1 – Annex: Open, Transparent and Merit-based Recruitment Check-list[1]

OTM-R checklist for organisations

	Open	Trans-parent	Merit-based	Answer: ++ Yes, *completely* *+/-Yes, substantially* *-/+ Yes, partially* *-- No*	Suggested indicators (or form of measurement)
OTM-R system					
1. Have we published a version of our OTM-R policy online (in the national language and in English)?	x	x	x	+/-	https://www.pw.edu.pl/engpw/Research/HR-Excellence-in-Research https://www.pw.edu.pl/pw/Badania-i-nauka/HR-Excellence-in-Research
2. Do we have an internal guide setting out clear OTM-R procedures and practices for all types of positions?	x	x	x	+/+	WUT has implemented: » Regulation no. 4/2012 with later amendments of the WUT Rector on the procedures of advertising for the post of assistant professor, assistant, senior lecturer, lecturer, language teacher or instructor, » Regulation no. 83/2014 of the WUT Rector on the detailed procedures of employment on the position of associated professor, visiting professor and professor, » Regulation no. 3/2017 with later amendments of the WUT Rector on concluding contracts for specific work and contracts of mandate with individual persons by the Warsaw University of Technology.

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[1] http://ec.europa.eu/euraxess/index.cfm/services/researchPolicies

Template 1 – Annex: Open, Transparent and Merit-based Recruitment Check-list[1]

OTM-R checklist for organisations

					Compliance of WUT recruitment procedures with the HRS4R strategy and OTM-R policy.
3.Is everyone involved in the process sufficiently trained in the area of OTM-R?	x	x	x	+/+	**TA20.3**: Checking whether people taking part in trainings have changed opinions on their usefulness. Measurement of the level of satisfaction with the trainings "in" and "out" (R1-R4); (%). **TA20.4**: Measurement of the level of availability of trainings offered through monitoring the number of people taking part in them within a specific time in relation to the number of training openings (determination of a percentage indicator).
4. Do we make (sufficient) use of e-recruitment tools?	x	x	x	+/-	Web-based tool for (all) the stages in the recruitment process.
5. Do we have a quality control system for OTM-R in place?	x	x	x	+/-	Steering Committee, Monitoring Group, Involvement of WUT employees R1 – R4
6. Does our current OTM-R policy encourage external candidates to apply?	x	x	x	+/-	**IA6.2**: % share of male/female job applicants from outside of WUT in relation to all applicants. An index monitored on the 31st of December each year. **TA6.2**: Compliance of recruitment procedures with the OTM-R policy. **TA6.3**: Increasing mobility opportunities.
7. Is our current OTM-R policy in line with policies to attract researchers from abroad?	x	x	x	+/-	**IA7.2**: % share of male/female foreign job applicants in relation to all applicants. An index monitored on the 31st of December each year.

Template 1 – Annex: Open, Transparent and Merit-based Recruitment Check-list[1]

OTM-R checklist for organisations

					TA7.2: Compliance of recruitment procedures with the OTM-R policy.
8. Is our current OTM-R policy in line with policies to attract underrepresented groups?	x	x	x	+/-	**IA4.2**: Determination of trends (rising/falling) with regard to female job applicants to WUT. An index monitored on the 31st of December each year. Trends determined in relation to the previous academic year (from the currently monitored academic year).
9. Is our current OTM-R policy in line with policies to provide attractive working conditions for researchers?	x	x	x	+/+	**IA6.2**: % share of male/female job applicants from outside of WUT in relation to all applications. An index monitored on the 31st of December each year. **TA6.2**: Compliance of recruitment procedures with the OTM-R policy.
10. Do we have means to monitor whether the most suitable researchers apply?	x	x	X	+/+	**A8**: Analysis of work of selection committees in terms of appropriate candidate assessment with regard to his/her academic and professional qualifications. **TA4-TA9**:Compliance of recruitment procedures with the OTM-R policy.
Advertising and application phase					
11. Do we have clear guidelines or templates (e.g., EURAXESS) for advertising positions?	x	x	x	+/+	WUT has a list of documents required for employment published on the website: https://www.pw.edu.pl/Pracownicy/Formularz e-BSO

					and a website dedicated to job advertisements: https://www.bip.pw.edu.pl/Praca-w-Politechnice/Dla-nauczycieli **IA4-IA9**: Publication (on the website dedicated to staff issues) of EURAXESS forms and a link to advertisements in the EURAXESS portal. **TA6.3**: Increasing mobility opportunities for researchers.
12. Do we include in the job advertisement references/links to all the elements foreseen in the relevant section of the toolkit? [*see Chapter 4.4.1 a) of the OTM-R expert report[2]*]	x	x	x	+/+	**A6.3**: Development of additional recruitment tools. TA6.3: Increasing mobility opportunities for researchers.
13. Do we make full use of EURAXESS to ensure our research vacancies reach a wider audience?	x	x	x	+/+	**IA6.2**: % share of female/male job applicants from the EURAXESS portal. **TA6.1**: Ensuring effective applications from the EURAXESS portal.
14. Do we make use of other job advertising tools?	x	x		+/-	**A6.3**: Additional recruitment tools. **TA6.3**: Increasing mobility opportunities for researchers.
15. Do we keep the administrative burden to a minimum for the candidate? [*see Chapter 4.4.1 b)*[45]]	x	x	x	+/+	**IA19.2**: Register of complaints. **TA19.2**: Monitoring the number of complaints in relation to the total number of applications. An index monitored on the 31st of December each year.

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[2] http://ec.europa.eu/euraxess/index.cfm/services/researchPolicies

Template 1 – Annex: Open, Transparent and Merit-based Recruitment Check-list[1]

OTM-R checklist for organisations

Selection and evaluation phase					
16. Do we have clear rules governing the appointment of selection committees? [*see Chapter 4.4.2 a)* [45]]	x	x	x	+/-	**IA4.1.**: Adoption of the Rector's Regulation. **TA4.1**: Diversification of composition of selection committees in terms of experience, qualifications, disciplines and gender.
17. Do we have clear rules concerning the composition of selection committees?	**x**	x	x	+/-	**IA4.1.**: Adoption of the Rector's Regulation. **TA4-TA9**:Publication of standardised rules of appointment of selection committees.
18. Are the committees sufficiently gender-balanced?	**x**	x	x	+/-	**IA4-IA9**: Adoption of the Rector's Regulation. **TA4-TA9**: Gender parity in selection committees.
19. Do we have clear guidelines for selection committees which help to judge 'merit' in a way that leads to the best candidate being selected?	x	x	x	+/-	**IA4-IA9**: Adoption of the Rector's Regulation. **TA4-IA9**: Development of employment criteria for all types of posts.
Appointment phase					
20. Do we inform all applicants at the end of the selection process?	x	x	x	+/+	**IA4-IA9**: Adoption of the Rector's Regulation. **TA4-TA9**: Introduction of the obligation to inform applicants about the results of the selection process.
21. Do we provide adequate feedback to interviewees?	x	x	x	+/+	**A8:** Publication of recruitment results

Template 1 – Annex: Open, Transparent and Merit-based Recruitment Check-list[1]

OTM-R checklist for organisations

					TA8: WUT selection committees choose the best candidates to fill vacancies
22. Do we have an appropriate complaints mechanism in place?	x	x	x	+/-	**IA19.2**: Creation of a register of complaints on the selection process. **TA19.2**: Monitoring of the number of complaints in relation to the number of applicants. An indicator monitored on the 31st of December each year.
Overall assessment					
23. Do we have a system in place to assess whether OTM-R delivers on its objectives?	x	x	x	+/-	**IA4-IA9**: Applicants' satisfaction study. **TA4-TA9**: Evaluation of implementation of the OTM-R policy.

4. IMPLEMENTATION

General overview of the expected implementation process:

Effective implementation of the Action Plan will be reinforced with the following actions:

1. Pursuant to Decision of the WUT Rector, the Steering Committee and the Monitoring Group was established.
2. Coordinator for HRS4R Strategy Implementation was appointed, to ensure support for the Steering Committee and Monitoring Group by the Committee for Implementation of the European Charter for Researchers and the Code of Conduct in the recruitment process for researchers.
3. Supervision of the implementation process by the Vice-Rector for Research and the Vice-Rector for General Affairs.
4. Determination of units responsible for the implementation process.
5. Consultations with the academic community (using information channels),
6. Determination of objective indicators to verify the progress of implementation,
7. Ensuring correctness of the implementation process by ongoing monitoring, corrective actions etc. Involving in the implementation process representatives of all levels of researchers (R1-R4) and administration staff from various WUT organizational units.

The main document for implementation of the HRS4R strategy is the Warsaw University of Technology Statute, adopted on 26 June April 2019 with Resolution no. 362/XLIX/2019 of the WUT Senate, which in part 5 section 3 states that research at the Warsaw University of Technology is done in compliance with legal regulations, following the rules of scientific integrity and good practices and pursuant to regulations laid down in the European Charter for Researchers.

Make sure you also cover all the aspects highlighted in the checklist below, which you will need to describe in detail:

Checklist	*Detailed description and duly justification
How will the implementation committee and/or steering group regularly oversee progress?	Analytical work based on the survey on gap analysis in the HRS4R Strategy and OTM-R policy was conducted by the Warsaw University of Technology Implementation Committee for the rules of the European Charter for Researchers and Code of Conduct in recruitment proceedings for researchers (the Committee) appointed by way of the Warsaw University of Technology Rector's Decision no. 69/2018 on 14 May 2018 . The concept is promoted, in addition to the Committee, by representatives of all University units, appointed by the directors of these units to perform the function of Proxy for Implementation of the HR logo. All work was

Checklist	*Detailed description and duly justification
	supervised by the Vice-Rector for General Affairs. He was supported by the Vice-Rector for Research.

Implementation and completion of various tasks has been given to WUT units, in line with their scope of competences.

The Steering Committee and the Monitoring Group for the implementation have been appointed. The Steering Committee is composed of representatives of University authorities, which will ensure efficiency of implementation of the proposed tasks. The Monitoring Group will comprise representatives of all Warsaw University of Technology communities, which will ensure appropriate and timely progress of the work.

In order to coordinate the actions, good flow of information between the Steering Committee, Monitoring Group and the Committee, which will facilitate the implementation, the Rector's Proxy for Strategy Implementation has been appointed. The Rector's Proxy for Strategy Implementation will be responsible for, i.a., coordination of times of meetings of all units involved in the implementation process, coordination of work and providing all members of the Steering Committee with information on any irregularities connected with the implementation.

Meetings in which the Steering Committee will participate will take place once a quarter. The Monitoring Group will meet once a month.

The Rector's Proxy for Strategy Implementation will prepare a schedule of meetings in one year, which will be published on the University website in the Strategy implementation section. |
| How do you intend to involve the research community, your main stakeholders, in the implementation process? | The current experience of the Warsaw University of Technology connected with involving the academic community in the Strategy implementation process is a very good sign for the future.

Involvement of representatives of all Warsaw University of Technology units as Proxies is an example of good practice that entices academic engagement. A tangible |

Checklist	*Detailed description and duly justification
	effect of this engagement is the return of completed surveys at the satisfying level of 47.4%.
	In order to maintain this high standard also in the Strategy implementation, it is planned to include the present Proxies in the composition of the Monitoring Committee. This solution will ensure representation of all groups of the academic community.
	It is also planned to include a representative of doctoral students in the Monitoring Group.
	Staff of units responsible for implementation of specific actions will be involved in the process.
	Information on specific stages of the Strategy implementation will be published on the University website in the section devoted to the process.
	This will enable the academic community to get involved in the discourse, give their comments, improvements or suggestions on the final form of the implementation.
	A person to liaison between the academic community and members of the Committees will be the Rector's Proxy for Strategy implementation, who will ensure good communication.
How do you proceed with the alignment of organizational policies with the HRS4R? Make sure the HRS4R is recognized in the organisation's research strategy, as the overarching HR policy.	The Steering Committee comprises people who guarantee completion of the implementation (representatives of university authorities and people who are superiors of administrative and research staff).
How will you ensure that the proposed actions are implemented?	
How will you monitor progress (timeline)?	Meetings of the Steering Committee, planned once a quarter, will be preceded by an analysis of Strategy implementation in relation to the schedule or deviation from it.

Checklist	*Detailed description and duly justification
	The analysis will be based on synthetic information provided by units responsible for implementation of the specific actions. Deviations from the timetable, along with the reasons for these, will be forwarded to the Steering Committee by the Monitoring Committee. Depending on the reasons for the deviations, the Steering Committee will make decisions to secure the Strategy implementation process. At each stage of Strategy implementation, actions will be monitored, reported on, corrected and, if necessary, the action plan and implementation schedule may be corrected. Changes to the action plan may not entail resignation from correcting the diagnosed gaps.
How will you measure progress (indicators) in view of the next assessment?	Progress at each stage of Strategy implementation will be measured with adequate indicators (fall by a given point value of the negative replies, documents in the form of Senate Resolutions, Rector's Regulations, developed Instructions, Schedules, Brochures, attendance lists at meetings etc.).

Additional remarks/comments about the proposed implementation process:

When gaps in relation to the HRS4R Strategy were analysed by the Warsaw University of Technology, the following information channels were used: the university website, a website dedicated to the Strategy implementation process, information in the WUT Newsletter, Committee meetings, consultations with the academic community.

During Strategy implementation, the Warsaw University of Technology will use tried and tested information channels and will also widen some of their functionalities:

> the website devoted to the process of HRS4S Strategy implementation will be expanded
- in Polish: http://pw.edu.pl/hrs4r
- in English: http://pw.edu.pl/engpw/hrs4r

messages on the most important stages of HRS4R strategy implementation will be published in the WUT Newsletter on the University's main website.

Previous information:

> https://www.biuletyn.pw.edu.pl/Odpowiedzialna-uczelnia/Z-zycia-spolecznosci-PW/Logo-HR-Exellence-in-Research
> https://www.pw.edu.pl/Badania-i-nauka/Aktualnosci/Szansa-na-logo-HR-dla-Politechniki-Warszawskiej;
> https://www.pw.edu.pl/Aktualnosci/Logo-HR-Exellence-in-Research-badanie-ankietowe-doktorantow

The tools used in the Strategy implementation will be expanded with: information motivating the whole academic community to take an active part in survey questionnaires that monitor implementation indicators,

Presentation for the academic community of the conclusions following from the outcomes of implementation.